Scenarios
Grow Share & Income

		Volume	Share		Net P&L	
		FULL YEAR	FULL YEAR	4Q 98	Impact	Impact
		Variance from projection	Variance from projection	Variance from projection	With DM Fav / (Unfav)	Without DM Fav / (Unfav)
1	**Marlboro/Basic 25¢ All Q4:** No October B3G2F. No OPB Price. Competition matches in Q4. DM: yes. October 1 Resolution. Assumptions: Price-off wear-out effect vs +0.6 for shorter programs. Variation: Include all PM in buy-down.	377	0.1%	0.4%	$ (109)	$ (71)
1a		471	0.1%	0.5%	$ (187)	$ (149)
2	**Marlboro/Basic 15¢ Holiday Program:** October B3G2F. OPB Price in Nov. Competition matches (Disc @20¢). DM: no. October 1 Resolution. Assumptions: Since competition has reduced $-off also, this is share neutral vs 25¢ Variation: Competition promotes at levels similar to when we are at 25¢. Note: Discount category benefits.	0	0.0%	0.0%	$ 44	$ 82
2a		(377)	-0.1%	-0.4%	$ 28	$ 66
3	**Minimal Promotion:** No Holiday buy-down. OPB Price in Nov. No October B3G2F. No Basic NRM. Competition matches (Disc @20¢). DM: no. October 1 Resolution. Assumptions: Absence of Marlboro B3G2F costs share. Also Basic is at a disadvantage. Variation: Competition promotes at levels similar to when we are at 25¢ during the holidays. Note: Discount category benefits.	(377)	-0.1%	-0.3%	$ 101	$ 139
3a		(1,036)	-0.2%	-1.1%	$ 73	$ 111

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Source: https://www.industrydocuments.ucsf.edu/docs/srnm0004

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		FULL YEAR	FULL YEAR	4Q 98	Impact	Impact
		Variance from projection	Variance from projection	Variance from projection	With DM Fav / (Unfav)	Without DM Fav / (Unfav)
4	**Marlboro Product Replaces Price:** October B3G2F. December B4G1F (2bn). OPB Price in Nov. No Basic NRM. Competition promotes at levels similar to when we are at 25¢ during the holidays. DM: no. October 1 Resolution. Assumptions: B4G1F nets 0.3 vs 25¢ net of 0.6.	(283)	-0.1%	-0.3%	$ 63	$ 101
5	**Minimal Promotion:** No Holiday buy-down. No October B3G2F. No OPB Price in Nov. No Basic NRM. $2/M price increase 9/1. Competition matches (Disc @20¢). DM: no. No October 1 Resolution. Assumptions: Absence of virtually all promotion reduces PM to slower share growth. Also Basic is at a disadvantage.	(313)	-0.1%	-0.4%	$ 343	$ 381
5a	Variation: Competition promotes at levels similar to when we are at 25¢ during the holidays. Note: Discount category benefits.	(1,252)	-0.3%	-1.2%	$ 306	$ 344

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